

IT'S TIME!

PRIMARIS OPERATIONAL EFFICIENCY SOLUTION

Using Lean Thinking to Save Time & Money

Healthcare executives are well aware that both government agencies and private insurers are moving away from the fee-for-services model and towards a value-based payment methodology. As the cost of health care continues to rise, providers are struggling to make ends meet. Providers must find ways to embrace the changes and maximize operational efficiency in ways that will lead to better support for changing healthcare payment structures.

Primaris' operational efficiency solution will apply the art and science of quality improvement through internal process management to drive cost-savings, encompassing the concepts of Lean in healthcare. We will work with you to understand every step in a process and its value – or lack thereof – to the process. Non-value-added steps can then be eliminated so that value flows throughout the process, positively affecting productivity, cost and quality.

Benefits of Operational Efficiency

Better Patient Experiences

Process patients quickly and accurately, focus on care, establish fair payment schedules, and provide timely information on treatment results to greatly improve patient satisfaction.

Improved Clinical Outcomes

Identify and track opportunities for improvement within the care delivery team. Monitor and manage effectiveness of improvement initiatives to ensure quality outcomes.

Reduced Medical Costs

Design treatment plans to improve the health of patients with complex or clinically advanced illnesses and reduce costs by tens of thousands of dollars per patient.

Increased Revenue

Save staff time through more efficient processes. As resources are freed up through waste elimination, those same resources can be redeployed to more value-adding activities.¹

Higher Quality of Care

Provide practical steps to reduce medical errors and improve communication, often an area where waste occurs.

Why Primaris?

Health systems looking to increase operational efficiency can be assured marked improvement when they partner with Primaris. Our proven methodology is at the core of the Primaris

Operational Efficiency Solution. It is a simple yet powerful tool that helps transform the way healthcare is delivered.

TIME, the Primaris Healthcare Improvement Model

TIME, the Primaris Healthcare Improvement Model, comprises four areas of focus proven to improve operational efficiency:

1. Thresholds for Success

The first step in our healthcare improvement model is to identify the success thresholds – or the minimum acceptable performance standards you must achieve – in order to receive your monetary incentives for improving and coordinating healthcare. We also gather baseline performance data to evaluate how you align with the often pre-determined success thresholds. How much improvement is required to meet and exceed the success thresholds?

2. Improvement Strategies

Once we've determined where you stand, we focus on developing improvement strategies that will enable you to close the gaps in the quality and efficiency of care across your healthcare organization. We use this knowledge to devise a strategy tailored to address your specific challenges, drive quality improvements and

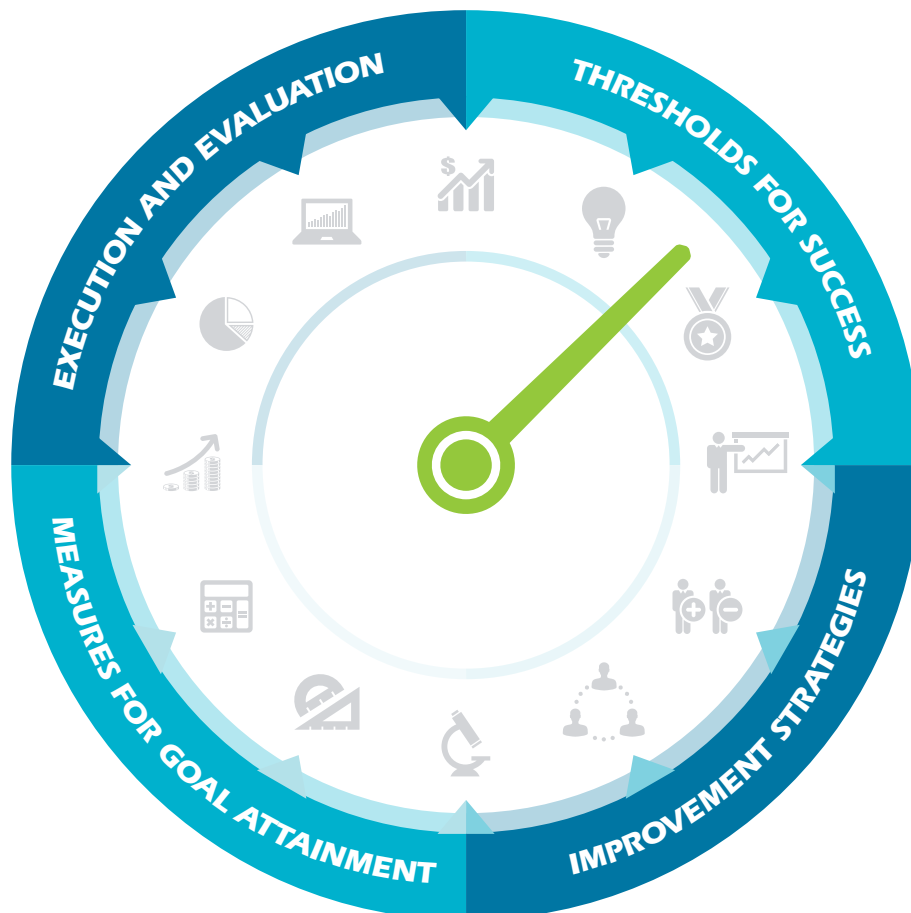
cost reductions. Our goal is to help you achieve all of the thresholds for success in today's performance-driven healthcare system.

3. Measures for Goal Attainment

Most healthcare organizations have a lot of work to do, and success doesn't happen overnight. We focus on multi-year goal setting that enables healthcare organizations to drive incremental improvement over time to achieve all success thresholds. Our measures for goal attainment help you increase achievement and close gaps so you can cross the success threshold, avoid penalties and increase monetary incentive revenues.

4. Execution and Evaluation

From processes and procedures, to workflows, to training, to documentation, to office design, to technology or any other improvement strategy, we combine implementation with ongoing evaluation to drive measureable healthcare improvements and cost reductions.



It's TIME for Action

When you partner with Primaris, we will put our methodology to work as we work with your health system to increase operational efficiency. The following services are incorporated into our Operational Efficiency Solution:

Thresholds for Success	
Chart Abstraction	Quality measures have taken center stage under new care and reimbursement models, intensifying pressure on providers to monitor and make improvements to ensure top performance. Primaris analyzes the information contained in your medical records to look for quality indicators which have been defined by best practice standards and/or quality measures. Our teams of experts identify patterns and trends, offer recommendations for improvement and provide real-time feedback of your performance on quality measures. This allows you to make improvements early to maintain high performance levels.
Coding Review	Review current coding practices to see where improvements could be made to the efficiency and effectiveness of the documentation process.
Financial Assessment	Evaluate business, projects, budgets or other finance-related entities to assess current state and identify potential areas of waste.
Focus Groups and/or Patient Surveys	Steps that do not provide value to the patient's experience are considered waste in a Lean framework. What do your patients value? Through interviews, focus groups and/or patient surveys, Primaris will gather feedback from patients, providers, or partners about the services and process that add value to your health system.
Data Analysis	Analyze data from audits, coding reviews, assessments and focus groups.
Thresholds Report	Once we've conducted a review of your system, our team will create a report that summarizes our analysis into useful, actionable information that can be used to increase revenue, cut costs, and improve outcomes. This report will also identify the success thresholds for your operational efficiency. It will outline how much improvement is required to meet and exceed the success thresholds, deliver recommendations that will inform the design and execution of your health system, and discuss budget impacts.

Improvement Strategies	
Root Cause Analysis	Primaris will conduct a root cause analysis designed to identify areas of waste around staffing and patients. Because Primaris focuses on identifying processes that can be redesigned to increase operational efficiency, a root cause analysis allows you to make program decisions based on collected data and facts.
Clinical Workflow Analysis	Primaris will work with you to gain a solid understanding of clinician workflow so we can identify the most vital processes and address inefficiencies. We will then create custom workflow checklists based on your unique needs to optimize patient flow within your organization and across your network of partners.
Gap Analysis	Primaris will review your organization's objectives and conduct a readiness assessment and gap analysis to determine whether the workflows support the data that needs to be collected, how the data will be reported, and whether your organization's process, procedures, staffing and technology is optimized to achieve business objectives.

Technology Considerations	Primaris will assess your existing technologies and identify areas where existing technology investments can be maximized to reduce inefficiencies and streamline clinical and business processes. We also will identify opportunities areas where further automation can deliver substantial improvements in patient care while reducing costs for your organization.
Patient Engagement Strategy	Primaris will develop a patient engagement strategy focused on activating patients to collaborate with providers to manage health outcomes. Patient engagement may take the form of automated preventive service reminders delivered via email, or high-touch care management in the patient's home, and/or in-person goal setting with the doctor.
Change Management Plan	Primaris will develop a change management plan that includes educating providers and other staff members about the need for operational efficiency. We will work with you to implement a systematic change management process.
Quality Improvement Plan	Primaris will work with you to identify processes and outcomes of care that can be improved through the Plan Do Study Act process. We will help you understand total cost of care and identify potential savings resulting from achieving quality and performance improvement goals. Primaris will implement quality assurance and quality control processes that provide structured mechanisms for ongoing improvement. We also will detail a plan for integrating with other new or existing care management or quality improvement processes underway.
Patient Experience Design	Primaris will help you improve the patient experience, including access to care, quality and reliability of care. We will design a program that improves the patient experience and provides smooth transitions between the patient, health care team, and the patient's medical neighborhood.
Process Review, Alignment and Standardization	From admissions to diagnostics to patient care to discharge planning to readmissions, Primaris will analyze and identify process and patient-flow issues. We will assess opportunities to change workflows to generate long-term process and patient flow improvements, and will identify key performance indicators and measurements that can help you make real-time operational decisions and continuously improve patient flow.
Financial Plan	Primaris will work with you to develop a financial plan that estimates revenues, expenses, and profits (or losses) for operational improvements. The financial plan will be reflective of services that can be strengthened and maintained, and those that can be reimbursed.

Measures for Goal Attainment	
Goal Statement	Primaris will work with you to create a well-defined purpose that is real, practical and shared. The goal statement will summarize the improvement you think can be made within a realistic timeframe.
Multi-Year Goal Setting	Primaris will work with you identify and commit to achieving specific, measurable goals. Our focus will be on setting multi-year goals that will enable your organization to drive incremental improvement over time to achieve all success thresholds.
Timeline Planning	Timelines for designing and implementing new programs can vary from six months to several years. Primaris will work with you to create a detailed timeline that maps to your organization's goals and program requirements.
Resource Planning	Primaris will work with you to plan and identify resources across the organization required to increase operational efficiency.

Budget Planning	Primaris will work with you to determine estimated revenues and expenses. We'll look at line items such as physician billing, staff salaries, supplies, patient education materials, medical supplies, office space, technology and more to ensure you're looking at the total budgetary impact to your organization.
Prioritization	Once Primaris has identified gaps, we will focus attention first on the improvements that will substantially improve operational efficiency. From forging partnerships and adopting health information technology to accelerating adoption of culture change strategies, we will establish short- and long-term priorities that will enable you to achieve your goals.
Action Plan	Primaris will develop an action plan that includes a set of recommendations that address how to put recommended improvement strategies in place.
Goal Setting Across Continuum of Care	Primaris will help you facilitate goal setting across the continuum of care by bringing together various care providers to determine what the goals are, how they should be set, and how they should be measured.
Goal-to-Actual Reporting	Once we've worked with you to establish specific goals and desired results, Primaris will implement a process for tracking your actual results and comparing the actual results to the desired results. This will enable you to either take corrective action for things that aren't working as desired or revise your goals or desired results based upon your new level of knowledge. This allows your organization to continually establish, and intelligently meet, your efficiency goals. Or, discover how to modify operations, expectations, or workflows to get back on track.

Execution and Evaluation	
Strategy Implementation and Execution	Primaris will take your efficiency plan from paper to day-to-day operation. We will help you implement changes in the delivery system required to achieve seamless care and efficiencies you seek. We will help you strengthen the primary care team and develop multidisciplinary teams that can oversee the care of people over time. We will track progress with comparative information and performance benchmarking.
Project Management	Primaris will keep your projects moving forward to meet expected results in a timely, cost-effective manner. Primaris will maintain transparency throughout the entire planning process to manage risk and achieve desired goals.
Pilot Projects	Primaris will use the Plan-Do-Study-Act cycle to guide pilot implementation efforts for your efficiency program. This method involves a "trial and learning" carried out over a course of four repeated steps.
Clinical Documentation Improvement	Clinicians generally are not using EHRs to their full capacity to coordinate care. Although features are present in many systems that could make more data available for quality measurement, they are often underutilized. Primaris will work with you to determine how to best improve data collection processes and workflows to improve clinical documentation and, as a result, increase operational efficiencies.
Policies and Procedures	Primaris will ensure you have structured and effective systems, policies, procedures, and practices maintain operational efficiencies.

Process Mapping	Bottlenecks in staffing, technology and layout can also be addressed with improved communications among patients, staff and physicians. Primaris will use process mapping to illustrate current , identify existing barriers, and highlight potential areas for quality improvement.
Staff Training and Education	No matter how well-designed a program may be it requires skilled, knowledgeable professionals to fulfill its goals. Primaris will facilitate training sessions for staff through virtual or face-to-face trainings to meet organizational goals.
Team Development	When individuals work well together, everyone wins. Good teamwork creates a positive environment, fosters good relationships among coworkers, and lightens the load on all individuals. Most importantly, teamwork provides consistent, quality of care to clients. Research has shown, employees who feel part of a strong team are happier and more productive. Primaris Master TeamSTEPPS training will provide the evidence-based teamwork system to improve communication and teamwork skills.
Just-in-Time Analysis and Reporting	Primaris will help you create the structure, process, and outcome measures required to assess progress toward your goals, while enabling you to evaluate access, continuity, communication, and tracking of patients across providers and settings. Primaris will analyze this measurement data to prepare just-in-time reports that will help you make timely, informed decisions.

It's TIME to Increase Operational Efficiency

Are you ready? Contact Primaris today to transform the way you deliver healthcare services.



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¹Joseph J. Schiele, "Lean Thinking," Go Pro the Official Publication of NIGP August/September (2009): 10.